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ABSTRACT

Data gathered as part of a media criticism project involving 109 New England daily newspapers were reanalyzed to discover community and organizational determinants of press performance. A content analysis of essays written about the region's press was used to obtain empirical indicators of press performance. The findings suggest that management decisions are related to newspaper performance in several ways. The number and kind of editorial staff, their training and experience, and the salary given them, all predict press performance. In addition, those newspapers which participate in professional seminars and workshops, as well as those which invest in self-study, are better papers than those which do not. Large papers, those with large news holes to fill (the estimated amount of space devoted to news), and those which are part of large media corporations are better than those with small circulations, small news holes, and independent ownership. There is only limited evidence that the community is a stimulating or restricting force in producing a good newspaper, though better educated and more diverse communities do have better papers.
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Community and Organizational Determinants of Press Performance:

Secondary Analyses of the New England Survey Data

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A B S T R A C T

Data gathered as part of a media criticism project involving 109 New England daily newspapers in 1973 were reanalyzed to determine community and organizational determinants of press performance. The reanalyses mandated a content analysis of essays written about the region's press to obtain empirical indicants of press performance.

The findings suggest that management decisions are significantly related to newspaper performance in several ways. The number and kind of editorial staff members hired, their training and experience, and the salary given them all predict to press performance. In addition, those newspapers which participate in professional seminars and workshops as well as those which invest in self-study are better papers than those which do not. The large papers, those with large news holes to fill, and those which are part of large media corporations are better newspapers than those with small circulations, with small news holes, and with independent ownership.

There is only limited evidence the community is a stimulating or restricting force in producing a good newspaper. Better educated and more diverse communities do have better papers. But growth, size and retail sales are not related to performance. Nor is family income.

Community and Organizational Determinants of Press Performance:

Secondary Analyses of the New England Survey Data

One of the crucial questions for communication scholars and professionals concerns the factors which make one newspaper a strong, competent force within its community and another a weak, negative influence in its locale. The question lies at the heart of press criticism both within and without the field of communication, and its answer is central to an understanding of the role of mass communication in a modern society.¹ Yet relatively little empirical research has been brought to bear on this question.

The renewed interest by sociologists and journalistic researchers in communicator studies is a healthy trend which has important implications for press evaluation research. The normative data gathered by Johnstone, Slawski and Bowman is extremely valuable for an understanding of the professional values, sociological backgrounds and, to some extent, working environments of the practicing journalist.² And, as a recent review of related research by Robinson indicates, these data provide the beginning empirical base for theories of communicator performance.³ But these studies examine only part of the picture. They do not focus to any significant degree on differences within communication organizations which drastically affect journalistic performance or on community influences on journalistic behavior. As such, these studies provide a restricted, though significant, perspective on press performance.

Research which has focused on the functioning media organization is severely limited, as a recent review by Stempel indicates.⁴ Most of the research of this

type has examined press performance only in a specific task--national political coverage--and done so with restricted samples and ideosyncratic methodologies. The result is that we know little about the factors important for understanding press performance on a day-to-day basis within the communities the institutions claim they serve.

Mass Communications Theory

The dearth of empirical research on press performance is particularly striking given the central role of the media in mass communication theorizing. Lasswell's functionalist perspective on the press posited that the media perform in ways to better serve the communities in which they operate.⁵ Wright and DeFleur and Ball-Rokeach, among others, have extended that framework into the modern setting.⁶ Wright particularly argues for analyses in which the interrelationships of the communication and other community institutions are examined in an effort to understand how the performance of the media is influenced by and influences the other institutions.

Assumptions about the functions of the media for society also underlie the Hutchins Commission Report on Freedom of the Press which sought to define the responsibilities of the media to their communities.⁷ The normative values repeated in introductory journalism texts and by instructors using those texts make assumptions about press performance as well. The data base supporting these assumptions about press evaluations and performance is slender.

The New England Daily Newspaper Survey

One of the more ambitious projects in press criticism ever, the 1973 New England Daily Newspaper Survey, was sponsored by the New England Daily Newspaper Association, the New England Society of Newspaper Editors and the regional chapter of Sigma Delta Chi. Under the direction of Loren Ghiglione, editor and publisher of The Evening News of Southbridge, Mass., the survey gathered data on the 109 daily newspapers published in the six-state New England region.⁸

The cornerstone of the New England Survey was a set of critiques of at least 2,500 words written for every daily newspaper in the region. The critiques, prepared by 13 journalists, were based on an examination in January and February of 1973 of six weeks' issues of the papers, interviews with the editors and publishers of the papers, and other information gathered from editors and other employees regarding editorial policies and newsroom practices. The evaluators were chosen with four criteria in mind: (1) knowledge of New England papers, (2) independence from potential conflicts of interest, (3) diversity of background, and (4) reputation for responsible journalism and a concern for the press. Both academia and the working press were represented.

The Survey attempted to apply the same standards to all newspapers, keeping in mind differences in the newspapers' circulation, financial resources, personnel and objectives. Copy editors for the Survey reviewed each evaluative essay in an effort to guarantee uniformity of criteria.

In addition to these essays, the Survey gathered information from the Census Bureau and other sources on each of the newspapers in the study. These data, as

well as much of the statistical information on staff size and news operations obtained from the interviews, were published as an appendix to the critiques or essays.

Through publication of these essays and background data, those directing the Survey hoped to improve press performance in New England. "(T)here are aspects of the press that cannot be adequately evaluated," Ghiglione wrote in the overview to the essays, "until someone systematically examines all the papers of a state or region."⁹ Through this systematic examination, it was felt, the press of the region could learn enough of its failings to make improvements.

Creating Performance Scores

While the New England Survey data provide an unusual opportunity for regional examination of the forces that influence newspaper performance, systematic analyses could not be performed until the evaluator's essays were transformed into some numeric code.¹⁰ After this conversion of the essays into an evaluation score, the relationships between performance and community and organizational variables could be studied. Many indicators of potential community influences and organizational and management activities were available in the background data provided for each newspaper in the study.

The Survey evaluators were instructed to examine six criteria of performance: (1) governmental coverage at every level, including critical examination of operations; (2) stories about quality of life and the human fabric of the community; (3) balance of presentation of local, state, national and international news; (4) effectiveness and attractiveness of presentation; (5) editorial stands, particularly on local issues; and (6) integrity of management.

Preliminary content analyses of the evaluative essays showed considerable overlap in use of the first three criteria. It was possible to distinguish, however, between comments made by the evaluators about the existence of various kinds of news stories, such as those based on routine coverage of meetings and those based on initiative and investigation, and evaluations of the thoroughness and completeness of these kinds of stories. The comments were found to cut across each of the first three criteria established for the evaluators.

Based on this preliminary content analysis, the evaluators comments were grouped into five general types. Each group contained a variable number of specific stories or behaviors about which the evaluators made comment. The groups and specifics:

1. News Existence--Those evaluator comments showing evidence of routine coverage of meetings and official government activity, initiative or investigative pieces, stories providing local perspective to prominent state, national or international events, locally produced stories on state or regional news, stories of particular interest to speciality and minority groups, business stories, sports stories, consumer pieces, and stories of particular interest to women.

2. News Evaluation--Evaluator comments about the thoroughness and balance of stories listed in group 1.

3. Editorial Page--Evaluator comments showing evidence of comment on local, state and national issues and endorsements for local, state and national government offices, balance of editorial columnists, and summary statements about presentation and quality of argumentation.

4. Ethics--Evaluator comments on existence of regulations governing the non-journalistic activities of editorial employees, involvement of publishers

and top editorial employees in such activities, accommodations made to advertisers, and use of corrections for published errors.

5. News Presentation--Evaluator comments on quality of writing, editing, typography and layout, photography, picture use, headlines, and selection of and play of stories.

It was possible to code all of the above evaluator comments in one of two ways: (1) whether there was little, some or regular evidence of the behavior or story type, and (2) whether the comments were generally negative, mixed, or generally positive. While few evaluative essays contained all the information specified for each type, the preliminary analysis showed most evaluators made some comments about some items in each grouping.

A final index, termed the Over-All Evaluation and obtained from the content analysis of the evaluative essays, rated each paper on a five point scale based on whether the over-all comments were highly negative, mostly negative, mixed, mostly positive or highly positive.

The essays were randomly assigned to the three authors, who independently read the essays and coded the information contained in them according to the above scheme. Ten of the essays were read by all three readers, producing an over-all reliability coefficient of .74. The Over-All Evaluation reliability score was a slightly higher .84.

After the content analysis of the essays, scores for each of the five category types and the Over-All Evaluation were created. The five category scores were based on an averaging of the scores for the individual information available in each group.

Community Variables

The data provided by the Survey were supplemented with others available from Editor & Publisher source books. From these data, eight measures were created:

Community Size--1973 census estimates from the community in which the daily was published.

Community Growth--1970 to 1973 shifts in population for the community.

Market Growth--1970 to 1972 shifts in population in primary market area of the daily.

Retail Sales--estimated retail sales in the community for 1972.

Median School Years--the average number of school years completed by members of the community for 1970.

Family Income--mean annual income for 1970.

Religious Diversity--the extent of mix in the home community, with communities with one predominant religion scored low in diversity.

Newspaper Competition--a score based on the evaluator's comments on competitiveness of the newspaper environment.

With the exception of the final variables, little analysis has been done regarding the potential influences of these forces on newspaper performance. Yet large communities are often thought to produce better papers than small ones, and growing communities better papers than declining ones. Retail strength of the community also should be positively related to performance since it is an indicator of the financial resources the paper can tap. Education, income and religious diversity indicate something about the audience of the newspaper.

Higher educated and higher-ranging socio-economic groups would be expected to demand more of the papers, leading to better performance. The diversity of the community in terms of religion and ethnic factors also might produce more incentive for a forceful press.

The existent research on media competition is mixed. Studies have indicated that newspapers in noncompetitive situations seem to have as much of the confidence of their audiences and perform as well as counterparts in more competitive situations.¹¹ Stempel, however, found that competition was associated with better newspaper performance when competition was defined in terms of cross-media ownerships.¹² The Stempel data are more supportive of the common concern with monopoly ownership, illustrated by the Commission on Freedom of the Press report.¹³ Competition is expected to be related positively to performance in the New England data.

Organizational Variables

In addition to the information in the New England study on community factors likely to influence press performance, a number of measures of what the newspapers did in their normal course of operations were available. Some additional data were obtained from Editor & Publisher source books. The following measures were used:

Full-Time News-Editorial Staff--the number of people in a full-time capacity on the staff during the period of the study.

Part-Time News-Editorial Staff--the number of persons working for the paper in non-full time slots, excluding stringers and area correspondents.

Total News-Editorial Staff--the total number of hours worked by full and part-time staff, excluding correspondents and stringers, divided by the number of hours in a full-time week. This measure is not necessarily identical to the sum of the preceding two measures because of overtime hours and other similar factors.

Women on News-Editorial Staff--number of full or part-time women staffers.

Women Not on Women's Page on News-Editorial Staff--number of women working for news-editorial staffs not part of the women's page operation.

Spanish and Blacks on the News-Editorial Staff--number of full or part-time Spanish-surnamed and black staffers.

Starting Salary Without Experience--the actual weekly figure for a reporter without previous news experience.

Top Salary--the highest salary a news-editorial staff member can obtain.

Years to Reach Top Salary--the number of years a staffer must spend on a paper to be eligible for the top salary.

Staff Turnover--the percentage of turnover for news-editorial employees for 1972. This was calculated by dividing the number of full-time employees as of Jan. 1, 1972, into the number of employees that left the paper during that year.

Education and Experience of Recent Employees--the academic background and experience of the last three reporters hired. Each of the three employees was scored for these analyses according to level of education and experience, and the average of this score for the three employees used here.

Staff Unionization--existence or non-existence of a union representing the news-editorial staff. The measure was scored in the following way for these analyses: 1=no, 2=yes.

Professional Participation of the Staff in Outside Organizations--the number of organizations in which the news-editorial staff participates. Organizations accepted as appropriate include the American Press Institute, the Society of Professional Journalists, and the Associated Press Managing Editors as well as many other similar national and local organizations.

Content Survey in the Last Five Years--whether the papers had studied the judgments of their audiences regarding news content in the last five years. This measure was coded: 1=no, 2=yes.

Percent of Expenditures for News-Editorial Operations--percentage of total expenses in 1972 for news operations.

Average Size of News Hole--estimated amount of space devoted to news in the average paper. This was figured by multiplying the average number of pages per issue in 1972 by the percentage of non-advertising copy in such issues. The latter figure was obtained for the Survey report from a content analysis of a Tuesday and a Friday newspaper during a given week.

Type of Ownership--size of ownership system. For these analyses this measure was scored: 1=single paper owner, 2=small chain, 3=large chain. (Large chain included Dow Jones, Gannett, Newhouse, Thompson; small chain included other corporate groups of more than one paper.)

Publisher's Profitability Estimate--ranking by the paper's management of the financial position of the paper. The management used the following scale: 1=struggling, 2=breaking even or better, 3=moderately profitable, 4=very prosperous.

Advertising Revenues--estimate of revenues netted from advertising. This was computed using the following formula: advertising revenues = (depth of page)

X (advertising rate) X (number of columns per page) X (average number of pages per issue in 1972) X (percentage of advertising copy). The first three terms in the formula were obtained from Editor & Publisher Yearbook; the latter from the published data in the Survey. The index was computed to strengthen the information available on operating capital. Stone has found that advertising revenue is very highly correlated to overall revenue, and that published advertising rates can be used to form reliable indicants of advertising revenues. ¹⁴

Daily Circulation--circulation reported for 1972.

Sunday Edition Published--existence or non-existence of a Sunday paper.

This measure was coded: 1=no, 2=yes.

As was true for most of the community variables, little research has been conducted using organizational variables in studies of press performance. It is possible, however, to formulate various expectations for the relationships between each of the above variables and performance based on common sense and accepted viewpoints of newspaper operations.

Each of the news-staff size variables is expected to be positively related to performance. Editors and publishers are often heard to lament that if only they had more bodies, they could turn out a better paper. Those papers with large manpower resources, then, should produce the best papers. Women and minorities also should be instrumental in producing better papers. These persons provide the needed insight for serving a community better, and papers which have hired them should benefit. The beginning and top salary measures are indicants of the rewards the management provides its reporters; as such, they should predict positively to performance. The number of years it takes

to achieve the top salary, for the same reasons, should predict to poor performance. Turnover is an indicant of an inability to keep good staffers and should have an adverse effect on performance.

While salary indicates the rewards offered, the education and experience of recent staff additions are indications of the nature of the raw manpower resources being brought to the paper. Papers hiring better trained reporters and other editorial staffers ought to produce better products. Unionization also should lead to a better product, in the view of many, since it protects the editorial personnel from management attack and provides professional incentives and goals. The participation of the staff in outside professional activities should result in a better product as well.

Audience surveys are a way of learning about the success of the product. Information obtained from them should help the management create a better newspaper. Expenditures for news-editorial activities and size of news hole used for copy also should be positively related to performance.

The measures of ownership, publisher's profitability and advertising revenue all indicate the financial and management resources of a paper. Since no paper without a sound financial base can continue, these are necessary for production of a sound editorial product. These measures, then, should show positive relationships with performance. The final two measures also indicate resources, though of a less specific nature. Circulation is related to revenue available. The same is true for Sunday operations. Despite the fact that the New England Survey dealt only with daily newspapers, revenue from the Sunday edition is a factor which needs to be taken into consideration.

The Sample

Since the three Boston newspapers, The Christian Science Monitor, The Globe, and The Herald-American, were so different from other papers in terms of resources and scope, they were dropped from the analyses reported here. The remaining daily newspapers in New England were included, though data on several joint operations, such as those in Providence, were merged to form a single unit for these analyses. The final number of units studied, then, was 100, ranging in daily circulation from slightly over 3,000 to slightly over 212,000. All data are based only on the daily operations of the papers, in keeping with the original focus of the New England Survey.

Complete data are not available for all 100 newspapers used for the secondary analyses. Eleven of the New England papers refused to cooperate in the original study, and many others provided only partial answers to many of the questions asked. Evaluators did write essays about all papers in the region, however, and for most papers near-complete data records are available.

Though the 100 papers do represent a nearly complete census, the data are analyzed here using inferential statistics. Since the real purpose of the secondary analyses is to study determinants of press performance in a general sense, the New England papers can be thought of as a sample of those to which we wish to generalize.

Results

Table 1 shows the relationships among the various measures of press performance obtained from the content analyses of the evaluative essays. The

Ethics index is not presented in Table 1 nor used in subsequent analyses because of the small amount of information provided in the essays on this aspect of press performance. In part this failing resulted from the unwillingness of many of the newspaper managers to provide the information; for the 11 papers that did not allow staff interviews, almost no data on ethics was available.

The Over-All Evaluation measure is shown first in Table 1. It shows high correlations with all four of the individual indices; the lowest correlation is with the Editorial Page score, suggesting that the evaluators' general impressions of the papers were more affected by news than editorial operations. In general, the evaluations of the editorial page show more independence of the other indices in Table 2 than any other single index. These findings indicate at least some of the papers in the sample were good in the editorial area and not in the news area or, vice versa. But the over-all pattern is for a relationship between all aspects of newspaper performance.

The bottom row in Table 1 shows the relationship between the Summed Index and each of its parts. The Summed Index was created by summing each of the other indices in Table 1. Because of the higher reliability of the Over-All Evaluation and its theoretical importance, it was given roughly double weighting in the Summed Index. Only this latter variable is used in subsequent tables and analyses.

Table 2 shows the relationships between the various measures of community variables and press performance. Despite the common notion that communities have an important restraining and instigating influence on the communication media within them, Table 2 does not show that to be the case. Neither size of the community nor either of the two indices of community growth are related to

performance; the papers from smaller, stagnant communities are as likely to perform well for their communities as those from larger or more dynamic ones.

While amount of retail sales does show a correlation in the predicted direction, this variable also is not significantly related to press performance. The education of the community, however, does show the expected relationship and of a significant magnitude. Communities with better educated members are served by better newspapers. The indicant of individual wealth, Family Income, shows a nonsignificant, negative relationship to performance.

The indicant of community diversity, Religious Diversity, is positively related to newspaper performance. Those communities diverse in religious membership or affiliation are served by better newspapers. To the extent the religious measure is a surrogate for potentially more important ethnic and socioeconomic factors, this is an important and easily interpretable finding. Without the stimulation resulting from such diversity, a community's newspaper is not stimulated to perform up to par.

The amount of newspaper competition in the community is not significantly related to performance, though the relationship is positive. This can be interpreted as additional support for Stempel's position that competition must be considered in more general terms, cutting across media.¹⁵ Competition as measured here only dealt with that resulting from other newspapers.

While the findings in Table 2 suggest community factors are not as important determinants of press performance as had been expected, with only one-fourth of the relationships significant at traditional levels, Table 3 presents a different picture. It is fairly clear that decisions the management makes are important determinants of how the institution performs.

While only the first of the three news-editorial staff variables in Table 3 shows a significant correlation with performance, all three correlations are relatively large and in the expected direction. If management decides to invest in a large staff, or at least a large number of staff hours, the newspaper performs better than if that decision is not made.

There also is considerable evidence in Table 3 that having women on the staff is a factor which is related to a high level of performance. It seems to matter little whether the women are in traditional or nontraditional roles; if they are on the staff, they seem to have some influence on output. While the correlation for minority staff members is in the same direction, it does not reach the level of significance. Perhaps this is due to the fact that there is so little variance on this measure, since few papers in New England had hired minority staffers at the time of the study.

As expected, the starting salary for inexperienced employees is positively related to performance, meaning that those papers with high initial payment scales have the better product. The top salary paid employees is not related to performance, however, nor is the number of years required to reach that level. Turnover, similarly, does not show the predicted relationship.

The educational level and amount of experience of recent employees does relate to performance in the predicted direction; those papers hiring people with experience and high levels of academic training end up producing better products. The relationship is the strongest single one shown in Table 3, dwarfing other variables which might have been expected to be even more important in determining press performance.

While the existence of a union in the newsroom is not related to performance, the participation of the staff in outside workshops is. Those papers which invest the time and resources in these workshops and seminars seem to be rewarded for the expenditure. Similarly, the content surveys seem to aid the management in decision making which is associated with high levels of performance. The better papers are the ones that have invested in the content studies.

One of the most surprising insignificant correlations in Table 3 is that for the news-editorial expenditure measure. The percent of expenditures devoted to the news and editorial operations is not significantly related to performance. Those papers which set aside a large news hole, however, are the better ones, Table 3 indicates.

The remaining five measures in Table 3 were offered as indicants of financial and management resources available to the newspapers. The single-newspaper operations, as predicted, perform less well. Despite the high value assigned to independent ownership in the news business, or at least in journalism education, Table 3 suggests it is misplaced. Papers owned by larger corporations produce the better papers. These good papers are not necessarily the most profitable, if the publishers' estimates are to be believed. And the more concrete measure of advertising revenue is not significantly related to performance. Circulation and existence of a Sunday paper, however, are related to profitability. The larger papers were judged to be better as were those with a Sunday operation.

The correlation of circulation with performance raises an important issue regarding the analyses presented in Table 3. It is possible that many of the variables which show a relationship to performance do so only because they also

show a strong relationship to circulation, which is related to performance. In other words, it is possible that the simple explanation for most of the findings is that large circulation newspapers are better ones.

There are some indications, however, that is not the case. While most of the staff variables are highly related to circulation, particularly the first six measures shown in Table 3, other measures which do show a relationship to performance in Table 3 are not highly related to circulation. Most notable among this latter group is the indicant of academic and experiential training of recent employees; even after partialling out the relationship between circulation and performance statistically, this hiring policy variable is significantly related to performance.

The second piece of evidence countering the argument that circulation is the key determinant of performance is that not all of the measures which do show a strong relationship to circulation are also related to performance. The most notable exception to this pattern is the Advertising Revenues measure, which is highly related to circulation, as we would expect, but not related to performance. It is at least possible, this finding indicates, for some of the variables related to circulation not to predict to performance; so those variables which do predict may not be doing so entirely because of the relationships they show to circulation.

The problem, however, is a serious one which places severe limitations on the analyses which can be done with the New England Survey data. Because of the problem of high relationships among the variables shown in Table 3, it is

There is only limited evidence the community is a stimulating or restricting force in producing a good newspaper. Better educated and more diverse communities do have better papers. But growth, size and retail sales are not related to performance; nor is family wealth. While this may be interpreted by some as an indicant that individuals can have little impact on their communication institutions, that may be incorrect. Rather the data suggest at present they are not a strong influence. For the publishers and owners, this means the old excuse that the community is holding them back and preventing them from being an outstanding paper is not valid.

There are at least two important limitations to the data used here that should be kept in mind. The first is that they were not gathered for the analyses to which they have been subjected. Because of that, the measures of press performance used are not the best ones possible. More direct indicants, obtained by combining the professional evaluator approach and the objective indicants from content analyses, would be much better than those employed here. But the strength of the data set in other regards and the lack of others for testing the expectations presented here seem to argue for the secondary analyses done, despite the limitations. The second major limitation results from the fact that the data available were all gathered at a single point in time. As a result, it is not possible to speak convincingly in causal terms. Table 2 and 3 show a series of relationships. But it is not at all clear that they are causal ones, though that is the interpretation we would like to place on them.

These limitations dictate that the data presented here be treated with some caution, as a base from which other research can be generated. Panel designs with more sophisticated measures of press performance are needed to advance the findings from the analyses presented here.

fruitless to carry out more detailed analyses via regression in an effort to learn which of the variables shown is making the most significant individual contribution to understanding press performance. The estimates we would obtain from such an analysis would be too unstable to be of any real value.¹⁶

Conclusions

Many of the findings here are those expected based on common sense. For example, most of us have been assuming that hiring educated staffers led to a better product. But the analyses here are the first empirical test of many of those common sense notions. And some of them did not find support here.

The most significant finding to evolve from the secondary analyses presented here is that management decisions are related to newspaper performance. The number and kind of editorial staffers hired, their training and experience, and the salary given them all predict to press performance. In addition, those newspapers which participate in professional seminars and workshops as well as those which invest in self-study are better papers than those which do not. Other organizational variables also were found to be important. The large papers, those with large news holes to fill, and those which are part of large media corporations are better newspapers than those with small circulation, small news holes, and which are individually owned.

But the findings seem to suggest revenue available is not a predictor of performance, nor is profitability. In other words, it isn't how much money the papers have to work with, but what they decide to use the money for, that counts. Wise investment leads to good editorial products.

TABLE 1

Pearson Correlation Coefficient Between
Dependent Variable Indices
(N=100)

	<u>Over-All Evaluation</u>	<u>News Existence</u>	<u>News Evaluation</u>	<u>Editorial Page</u>	<u>News Presentation</u>	<u>Summed Index</u>
<u>Over-All Evaluation</u>	-					
<u>News Existence</u>	.72	-				
<u>News Evaluation</u>	.71	.70	-			
<u>Editorial Page</u>	.51	.37	.43	-		
<u>News Presentation</u>	.77	.46	.53	.43	-	
<u>Summed Index</u>	.95	.76	.80	.69	.81	-

Note: The summed index includes all of the other five measures; the overall evaluation is given approximately double weighting.

TABLE 2

Pearson Correlation Coefficients Between Community Measures
And Press Performance

<u>Community Measures</u>	<u>Correlation Coefficient</u>	<u>Significance (one-tailed)</u>	<u>N</u>
<u>Community Size (1973)</u>	.01	n.s.	99
<u>Community Growth (1970 to 1973)</u>	.01	n.s.	99
<u>Market Growth (1970 to 1972)</u>	.01	n.s.	68
<u>Retail Sales</u>	.12	n.s.	99
<u>Median School Years</u>	.18	.05	100
<u>Family Income</u>	-.10	n.s.	100
<u>Religious Diversity</u>	.21	.05	97
<u>Newspaper Competition</u>	.09	n.s.	100

TABLE 3

Pearson Correlation Coefficients Between Organizational Measures
and Press Performance

<u>Organizational Measures</u>	<u>Correlation Coefficient</u>	<u>Significance (one-tailed)</u>	<u>N</u>
<u>Number Full-Time News-Edit Staff</u>	.25	.05	86
<u>Number Part-Time News-Edit Staff</u>	.16	n.s.	85
<u>Number Total News-Edit Staff</u>	.17	n.s.	76
<u>Number Women On News-Edit Staff</u>	.29	.05	84
<u>Number Non-Women's Page Women on News-Edit Staff</u>	.28	.05	84
<u>Number of Spanish/Blacks On News-Edit Staff</u>	.15	n.s.	82
<u>Starting Salary No Experience</u>	.27	.05	83
<u>Top Salary</u>	.13	n.s.	67
<u>Years To Top Salary</u>	-.07	n.s.	64
<u>Staff Turnover</u>	.11	n.s.	83
<u>Education, Experience Recent Employees</u>	.41	.05	81
<u>Staff Unionized</u>	.10	n.s.	85

TABLE 3 (continued)

<u>Organizational Measures</u>	<u>Correlation Coefficient</u>	<u>Significance (one-tailed)</u>	<u>N</u>
<u>Professional Organizational Participation of Staff</u>	.25	.05	82
<u>Content Survey In Last Five Years*</u>	.23	.05	85
<u>% Expenditures for News-Edit</u>	.09	n.s.	73
<u>Average Size News Hole</u>	.19	.05	81
<u>Type of Ownership**</u>	.34	.05	85
<u>Publisher's Profitability Estimate</u>	.01	n.s.	76
<u>Advertising Revenues</u>	.13	n.s.	63
<u>Daily Circulation</u>	.24	.05	100
<u>Sunday Edition Published*</u>	.25	.05	100

*This measure is coded: 1=No; 2=Yes.

**This measure is coded: 1=Single newspaper corporation; 2=Small chain; 3=Large chain.

FOOTNOTES

1 Lee Brown, The Reluctant Reformation (New York: David McKay, 1974); Herbert Strentz, Kenneth Starck, David L. Anderson and Loren Ghiglione, "The Critical Factor: Criticism of the News Media in Journalism Education," Journalism Monographs, No. 32 (February 1974).

2 John Johnstone, Edward Slawski and William Bowman, The News People: A Sociological Portrait of American Journalists and Their Work (Urbana: University of Illinois Press, forthcoming).

3 Gertrude Joch Robinson, "Communicator Studies: The 'State of the Art,'" paper presented to the International Seminar on Communication and Professionalization, University of Iowa, Iowa City, 1975.

4 Guido H. Stempel III, "Media Evaluation: The State of The Art," paper presented to the Association for Education in Journalism, Ottawa, 1975.

5 Harold D. Lasswell, "The Structure and Function of Communication in Society," in L. Bryson, ed., The Communication of Ideas (New York: Harper and Brothers, 1948).

6 Charles R. Wright, Mass Communication (New York: Random House, 1975); Melvin L. DeFleur and Sandra Ball-Rokeach, Theories of Mass Communication (New York: David McKay, 1975).

7 Commission on the Freedom of the Press, A Free and Responsible Press (Chicago: University of Chicago Press, 1947).

8 Ghiglione, Loren, ed., Evaluating the Press: The New England Daily Newspaper Survey (Southbridge, Mass.: Published by the editor, 1973).

9 Ibid., p. 17.

FOOTNOTES-2

10 A summary evaluation of each newspaper on a four-point scale was provided by each of the evaluators to Melvin Mencher, one of the 13 evaluators, and reported in "A View From The Inside," Nieman Reports (Winter 1973), pp. 6-11. These evaluations, however, were not part of the final project report and were not made available to the authors on an individual newspaper basis.

11 Raymond B. Nixon, "Changes in Reader Attitudes Toward Daily Newspapers," Journalism Quarterly, 31:421-33 (Fall 1954); Raymond B. Nixon and Robert L. Jones, "The Content of Non-Competitive vs. Competitive Newspapers," Journalism Quarterly, 33:299-314 (Summer 1956). Other studies with similar findings are reported by Guido H. Stempel III, "Effects on Performance of Cross-Media Monopoly," Journalism Monograph, No. 29 (June 1973).

12 Stempel (1973), op. cit.

13 Commission on the Freedom of the Press, op. cit.

14 Gerald C. Stone, "Management of Resources in Community-Sized Newspapers," unpublished doctoral dissertation, Syracuse University, 1975.

15 Stempel (1973), op. cit.

16 This is the problem of multicollinearity, discussed by H. M. Blalock, Social Statistics (New York: McGraw-Hill, 1972). When independent variables in a regression equation are highly related, the individual beta coefficients and F ratios are very unstable and consequently are uninterpretable.